PHILIP MORRIS
COMPANIES INC.
120 PARK AVENUE, NEW YORK, N.Y. 10017-5592 · TELEPHONE (212) 880-5000

April 16, 1993

PRIVILEGED AND CONFIDENTIAL

TO: The Board of Directors of Philip Morris Companies Inc.
Officers of Philip Morris Companies Inc.
Officers of Philip Morris Incorporated

FROM: Murray H. Bring

RE: **Preservation of Documents**
Concerning Shareholder Litigation

The Company has been named as a defendant in shareholder class action litigation which alleges improper disclosure of the effect of discount cigarette competition on the Company's cigarette business. This type of litigation frequently follows the announcement of adverse business developments or stock market reaction to those developments. We fully intend to defend these lawsuits vigorously and, when appropriate, we will move to dismiss them. However, as a routine precaution, it is important that the Company preserve all records, including documents, notes, drafts and computer records, that may be relevant to this litigation. Accordingly, employees should not, without first consulting Alfonso L. Carney, Jr. of the Legal Department, discard, destroy or erase any records concerning discount cigarette competition, the sale and marketing of Marlboro and other premium brands, or the Company's recently announced business strategy for its cigarette business. Officers should advise all affected personnel immediately of this directive, particularly those persons having tobacco sales, marketing, planning and corporate affairs responsibilities.

If you have questions as to whether any particular document or group of documents may be relevant to the litigation, please consult the Legal Department.

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Source: https://www.industrydocuments.ucsf.edu/docs/mzck0000